

## The Highland Community Planning Partnership

### Chief Officers' Group 30.1.14

Agenda Item	4
Report No	COG 1/14

### Structure and Accountability Review

Report by Head of Policy and Reform, Highland Council

#### 1. Background

1.1 Following the first Chief Officers' Group (COG) meeting in November and the meeting of the Board in December, this report sets out proposals for the development of community planning arrangements at the Highland level.

#### 2. Development proposals

2.1 The remit for the COG was amended at the last meeting and confirmed by the Board. It is attached at Appendix 1. From those discussions it is clear that partners want to:

1. Identify key priorities to work on together that will have the greatest impact in the Highlands;
2. Ensure that collaboration is real and effective and felt by the workforce across public services, with good practice shared and community planning relevant to everyone;
3. Develop performance systems and self-evaluation that enable peer review of progress in achieving outcomes.

2.2 At the Board meeting in December, Audit Scotland presented the four key lines of enquiry for community planning audits. These are listed below. They align well with the issues identified by partners above:

1. **Clear strategic priorities** – have we identified the key issues facing the area and agreed clear priorities that reflect a shift in approach from responding to symptoms to tackling causes?
2. **Shared leadership and governance** – are priorities embedded across the partnership and reflected in actions, leadership behaviours and alignment of resources of each partner organisation?
3. **Promoting collaboration** – do we encourage, support and reward collaborative behaviour amongst staff?
4. **Performance management** – are we effectively managing partnership performance against the SOA outcomes to allow us to demonstrate our actions are making a difference for the Highlands?

2.3 While this meeting of the COG is developing work underway on local community planning, how partners contribute to reducing health inequalities and other topical business, it is proposed that the four key lines of enquiry

provide a framework for our improvement.

2.4 If agreed, it is proposed a dedicated workshop session for the COG is held to focus on identifying the strategic priorities for the Board's consideration. This would require an additional meeting before the 6<sup>th</sup> March 2014 when the Board meets. Clarity on priorities would also help the COG consider:

- The right membership of the COG and the Board;
- How the COG relates to the leadership/management teams in each partner organisation.

2.5 Depending on progress, future meetings can focus on the other lines of enquiry above, along with important areas of the remit, including e.g. how we are driving the prevention agenda.

### **3. Support for the Board**

3.1 The Board has asked that consideration is given to its title, with a view that the Highland Public Service Partnership Performance Board needs re-branding to help promote awareness of its role in public service reform. This could be considered at this meeting or following the session on priorities.

### **4. Recommendation**

4.1 To build on the discussions at the first meeting of the COG, COG members are asked to agree to use Audit Scotland's four Key Lines of Enquiry as an approach to improving the partnership, beginning with an additional meeting of the COG before 6<sup>th</sup> March to focus on identifying partnership priorities. This would help consider issues around the membership of the COG (and Board) and its wider engagement with each partner's leadership/management teams.

4.2 COG members are asked to agree how to re-brand the current HPSP Performance Board.

### **Purpose and remit of the Chief Officers' Group (COG) in the Community Planning Partnership**

The purpose of the Chief Officer Group (COG) is to drive public service reform, collaborating to improve outcomes in Highland, including the delivery of the SOA and continuous improvement of partnership working to achieve better and fairer outcomes. It will do this demonstrating the CPP values that:

*'We are here to serve the Highland people and we will do this with honesty, openness and commitment. We will challenge each other constructively when necessary to ensure we deliver beyond expectations for the Highlands.'*

We will:

1. Ensure and challenge the partnership's delivery and performance against the partnership's outcomes, including the SOA outcome targets - through the thematic groups individually and together across the SOA (and any supporting plans if relevant);
2. Ensure and challenge whether the partnership's work across all groups is reducing inequalities at the pace required;
3. Ensure and challenge whether the partnership's work across all the groups is making the decisive shift to prevention required, including enabling individuals and communities to do more for themselves;
4. Ensure and challenge whether the partnership can demonstrate best practice in community engagement through the thematic groups and across the SOA;
5. Support the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours.
6. Promote the on-going development of the SOA as a means of achieving public service reform.
7. Support constructive challenge of the partnership through honest reflection, structured self-evaluation, peer review, audits of community planning and any consequential improvement activity. We will reflect on the achievements of partnership working and be open about the difficulties.